Strategic Plan

for the

Directorate of Community and Family Activities

Fort Monroe, Virginia

March 2004

U.S. ARMY
MWR
FOR ALL OF YOUR LIFE

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1 - INTRODUCTION

The Fort Monroe DCFA Strategic Plan describes the future DCFA is moving toward and the strategic direction to get there. This document is the roadmap DCFA will use on our journey to the future.

Preparing for the future will require us to think differently and develop the kinds of capabilities that can adapt quickly to customer requirements and unexpected circumstances. The United States is at war in 2004. In the Army, sustained operations are the norm, not the exception. To succeed in this environment we must change the ways we think and organize; it is a cultural change.

As we continue to change we must: Increased customer driven programming; More effective use facilities and technology; Increase non-facility based programming; Integrate programming, and; Actively pursue outsourcing opportunities

In 2004, Army MWR is adopting the new tagline of "MWR … for All of Your Life". The successful implementation of "for All of Your Life" requires that all functional areas of DCFA are able to easily and seamlessly meld across organizational lines and provide programming to existing , prospective, and previously unserved customer markets.

Our actions must be synchronized with others that are being taken at higher headquarters. Success will depend largely upon the ability to achieve unity of effort at all levels. The journey outlined on our roadmap focuses on the coming year and projects 5 to 10 years. Conditions will change. Thus, the components of this plan are updated continuously and posted on the DCFA Professionals web site. An updated review will be published annual.

Our success or failure depends on the quality of our staff, their training and equipment, the investment of resources to develop capabilities for the future, and many other factors. Unless we have a framework for allocating resources and effort in a systematic way, we will most certainly focus on the near-term squeaking wheel, while paying inadequate attention to other issues and the future. This strategic plan integrates programs, and resources to meet the needs of the Morale, Welfare, and Recreation Delivery System (MWRDS) Key Determinates, DCFA, and our customers. It is our roadmap to a balanced future and a guide to our investment strategy.

2 - DCFA STRATEGIC PLANNING PROCESS

The original DCFA Strategic Planning Model in Figure 1 was adopted in 2002. It is adapted from a traditional model developed and distributed by the Community and Family Support Center (CFSC) in 1996. It was a generic model and easily adaptable for use at any installation.

DCFA STRATEGIC PLANNING MODEL

COMPONENTS

| Analyzing and Forecasting the External Environment	Analyzing Programs and Markets	Developing Alternatives	Formulating the Strategic Plan	Formulating Operational Plans	Monitoring and Evaluating Plan Implementation
O/T	S/W				

ELEMENTS

- Policies, Regulations, Mission, and Laws
- Labor Contract
- Installation and Community Profiles
- Business and Industry Standards and Trends

- Customer and Market Analysis
- Programs and Facilities Inventory and Analysis
- Competitive Analysis
- Program Costs and Resources Analysis

- Composite Evaluation
- Planning Projections and Assumptions
- SWOT Analysis

- Mission and Vision Statements
- Strategic Goals and Objectives
- Implementation Guidance
- Capital Improvements Program
- APF & NAF Budget Integration

- Program Action Plans
- Functional Support Plans

- Monitoring, Assessment, and Feedback

Figure 1.

With the maturing of our local strategic planning process a new model was developed in 2003 and is shown in Figure 2. The new DCFA Strategic Planning Model was designed to be a live, web-enabled, ready reference with continuous situational awareness and updating. Our DCFA Strategic Planning Model has evolved to deal with a changing environment. The original six-component model contained many important elements that were retained/realigned in the new model. However, speed, adaptability, and the new operating environment required process reengineering of the old model. To accomplish this, the old plan was broken down, reorganized, and streamlined with a view toward optimizing the overall process. With this in mind, the major components of the strategic planning model were reduced to four: Situational Awareness, Detailed Planning, Execution, and Analysis. This entire model is posted on the DCFA Professionals website at www-tradoc.monroe.army.mil/mwr/sp_model.htm.

DCFA STRATEGIC PLANNING MODEL
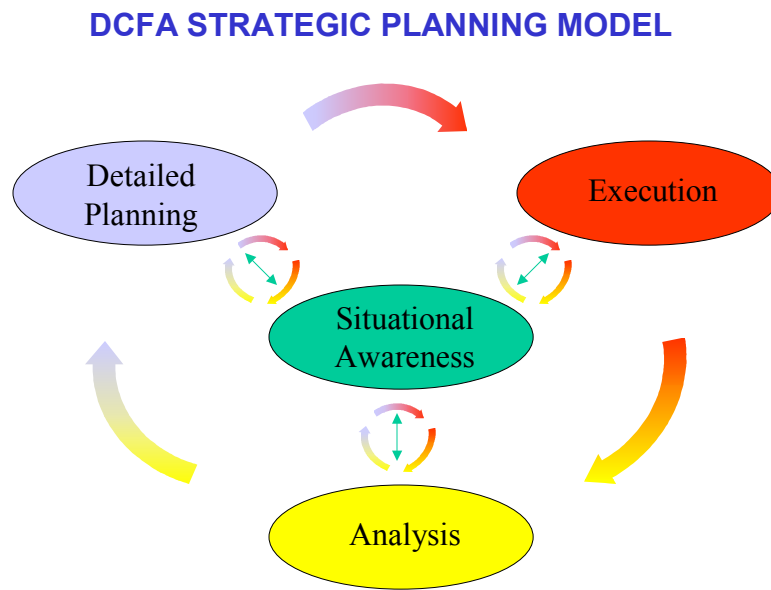
Figure 2.

Figure 3 drills down one layer from the four major components. Situational Awareness is a daily, ongoing activity that continuously affects the other three components. As part of a continuous process improvement cycle with the other three components, Execution takes place drawing upon the best possible resources, adaptive to the mission, and in support of customer driven requirements.

DCFA STRATEGIC PLANNING ELEMENTS
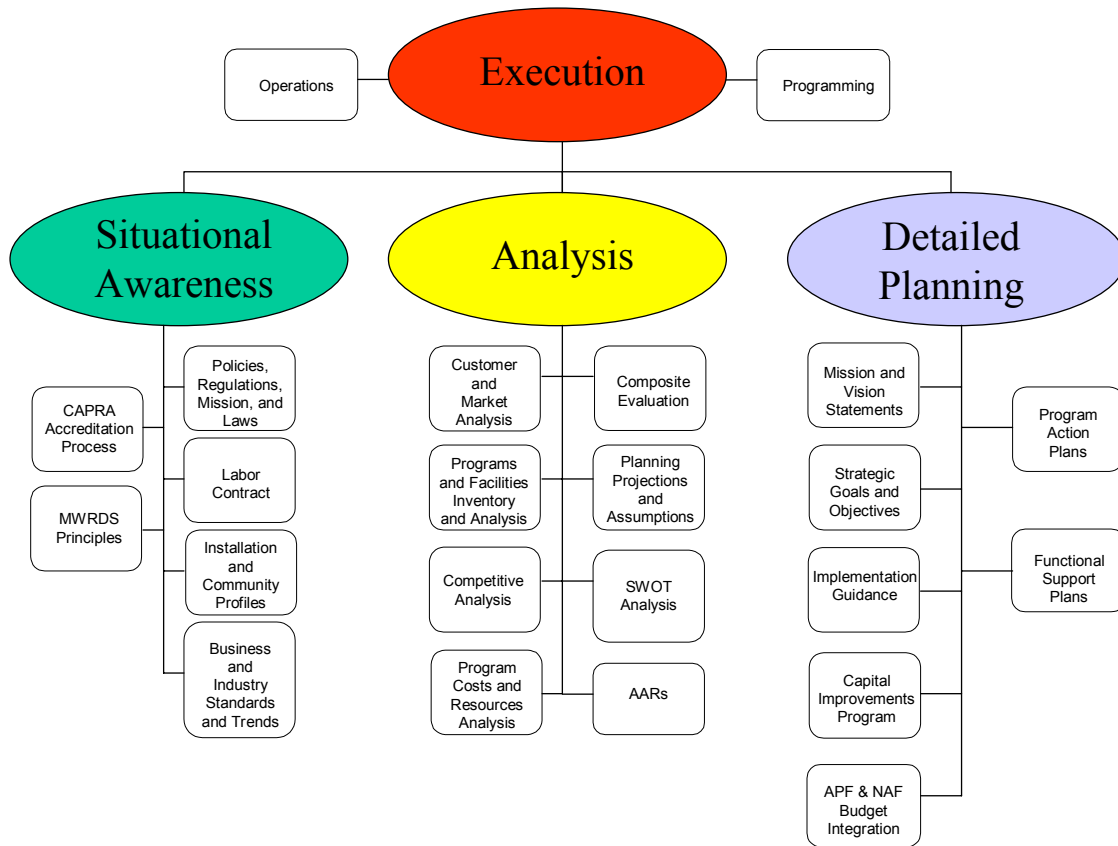
Figure 3.

2.1 - Situational Awareness Component

Analyzing and forecasting the DCFA environment entails the examination of significant aspects and trends that are external to the DCFA organization. The analysis determines the impact of these external subelements and categorizes them according to whether they represent opportunities or threats to the DCFA organization. Findings are summarized in Figure 4.

External Subelement	Key Information	Opportunity (O)/ Threat (T)
Policies, Regulations, Mission, and Laws		
Army Regulations	Prohibition against civilian eligibility/use of programs.	T

External Subelement	Key Information	Opportunity (O)/ Threat (T)
Human Resources	- Single NAF Workforce Initiative. - Career Management Staffing Program. - NAF Benefits Programs. - Volunteers	O and T O and T O and T O
Threat Conditions and Force Protection	Subject to world events and policy determinations.	T
Labor Relations		
Labor Contract	Most contract articles are driven by Agency rules and regulations and their interpretation by FSIP and FLRA. The agreement is a tool for stabilizing local work practices and policies.	O and T
Contract Negotiations	Existing contract effective 18 August 2003. Term of the contract is 3 years.	O and T
Bargaining Unit	FLRA is being petitioned to separate the Fort Monroe bargaining unit from Fort Eustis.	O and T
Installation and Community Profiles		
Installation	Flexible work schedule (various work hours/lunch periods).	O
	Changing threat conditions and access to post.	T
Land Use and Development	Installation Master Plan provides citing for DCFA facilities and program use. Competing interest effect the plan.	O and T
Geographic	Proximity to the Chesapeake Bay, Hampton Roads cities and large military populations offers outstanding possibilities.	O
	Numerous, large military installations competing for the same market share.	T
Social and Cultural Attributes	Small military unit presence on FM.	O and T
Demographics	Workforce lives predominantly off post.	T
	Market population is significantly represented by retired military and authorized patrons assigned to nearby military installations\commands.	O and T
	Assignment of Accessions Command, Installation Management Activity, Northeast Region Office, and other new activities to Fort Monroe.	O

External Subelement	Key Information	Opportunity (O)/ Threat (T)
	Customer base stability (increasing length of tours, retirement area, few deployments, etc.).	O
Business and Industry Standards and Trends		
Technology	MWR MIS modules.	O
	Customer credit card(s).	O
	Common Access Card	O
Industry Outlook/Projections	Leisure trends: Bowling is declining. Fitness activities are growing.	T O
Operating/Performance Standards	Established by CFSC or IMA	O
	Accreditation and Certification requirements.	O
Other External Subelements		
Relationships with Complimentary and Counterpart Agencies.	City of Hampton partnership in Fort at the Fort. Concerts - Sponsors Boys & Girls Clubs 4H Etc.	O and T
Base Realignment and Closure (BRAC)	Scheduled for FY 05	O and T

Figure 4.

2.1.1 - CAPRA ACCREDITATION PROCESS

The Commission for Accreditation of Park and Recreation Agencies (CAPRA) has worked in conjunction with the National Recreation and Park Association (NRPA) since 1993 as the accrediting agency for park and recreation systems throughout the country. CAPRA accreditation remains prestigious, with only 39 agencies nationally accredited in 2003. In 1998 work was begun to adapt the CAPRA accreditation program to military recreation. The Guide for Army Standards for National Accreditation is now available on line at www.armymwr.com/corporate/programs/recreation/capra.pdf. Fort Monmouth and Fort Leavenworth have received accreditation.

The standards established by CAPRA provide a stretch goal for DCFA operations. Documenting the high level of operational excellence and conforming to the rigorous CAPRA standards will be a challenge to achieve. Fort Monroe has a working team and we are actively applying CAPRA standards and preparing for accreditation. Our CAPRA Action Plan and other related information is all accessible on-line at http://www-tradoc.monroe.army.mil/mwr/RDS&CAPRA.htm.

2.1.2 - MWRDS PRINCIPLES

Through the concept of the Morale, Welfare, and Recreation Delivery System (MWRDS), DCFA has started our transformation to a matrix organization. By abolishing MWR as a separate division in 2001, DCFA reorganized to provide new capabilities and adaptability for contingencies. We have started to blend the lines between divisional parochialism. An increased focus in 2003 improved the quality and processes of programming coordination and planning. Continuing MWRDS efforts will likely result in changes in DCFA organization and operations (O&O) to be task-organized to allow appropriate staff in meeting customer programming and services needs. MWRDS has conceptual, cultural, and technological dimensions. These changes are similar to those occurring in the military and the civilian sectors as they transform from the industrial age to the information age. Succeeding during this period will require fostering a culture of innovation and experimentation that encourages intelligent risk taking.

2.1.3 - POLICIES, REGULATIONS, MISSIONS, AND LAWS

The objective of the policies, regulations, mission, and laws element is to ensure that DCFA is operating within established policies, regulations, and laws; to identify potential new requirements; and to assess the opportunities and threats presented by these requirements. Although many regulations and laws at all levels specify virtually every aspect of the business environment, the focus here is on those that directly affect installation DCFA programs. These are listed on our web site at http://www-tradoc.monroe.army.mil/mwr/Pol_Reg.htm.

2.1.4 - LABOR CONTRACT

The labor contract (negotiated agreement) is the most important document in the relationship between DCFA and our NAF workforce. Our current contract is effective 18 August 2003. For the duration of the agreement, the contract will:

- Determine significant rights and obligations of the employer, the union, and the unit employees.

- Be binding on all three parties, from the top down.

- Structure, inform, and guide the parties' relationship.

- Provide the procedures to resolve grievance and other questions such as:

  o Procedures for approving, disapproving leave

  o Disciplinary procedures

o   Performance evaluation

2.1.5 - INSTALLATION AND COMMUNITY PROFILES

Many aspects of the installation and local area significantly influence the nature, type, and scope of DCFA programs. Each aspect presents a different type and level of opportunity or threat to the installation DCFA programs. Key sectors considered in this element include demographics, land use and development data, key physical attributes, social and cultural attributes, and the local economy.

2.1.6 - BUSINESS AND INDUSTRY STANDARDS AND TRENDS

Four basic aspects of the leisure and community support industry can significantly affect installation DCFA programs: technology, business practices and delivery systems, leisure industry outlook, and business operating performance measures and standards. The Army has established financial performance standards for MWR and lodging programs. A variety of DCFA program areas have program specific standards which have been established through accreditation programs. DCFA has an overall accreditation program, with established standards to attain, as set by CAPRA.

2.2 - Analysis Component

The purpose of the Analysis Component is to assess: local markets for DCFA programs; the internal operating performance of the DCFA organization, and; DCFA program actions in providing these programs. This information, summarized as program and organizational strengths and weaknesses, is crucial for understanding where the organization is and where it should be headed.

2.2.1 - CUSTOMER AND MARKET ANALYSIS

Population data is accumulated from the Defense Enrollment Eligibility Reporting System (DEERS), Army Stationing and Installation Plan (ASIP), CFSC Soldier and Family Demographics System, Civilian Personnel Advisory Center (CPAC), and other sources. Current population data was projected to the year 2009. No significant changes in population are scheduled at this time. In addition to assigned personnel and their families, retired military and DoD personnel from commands stationed off this installation are dominant segments and will remain so over the planning horizon.

RecTrac and other MIS systems provide a wealth of data. Our challenge is to mine the data and establish effective processes for actionable results.

2.2.2 - PROGRAMS AND FACILITIES INVENTORY AND ANALYSIS

All programs were evaluated for quality requirements and performance as part of the 2000 Leisure Needs Survey (LNS). This process will be completed again with the next LNS. Fort Monroe's DCFA programs rank exceptionally well with all programs in the high requirement / high performance quadrant of the analysis, Figure 5. The 2000 LNS results are available at http://www-tradoc.monroe.army.mil/mwr/LNS.htm. Program strengths and weaknesses are also assessed based on the Installation Status Report (ISR), DCFA financial reports, and manager input. A summary of all activities shows that facilities and equipment are currently a strength within DCFA.

The U.S. Army Community and Family Support Center's Survey of Army Families (SAF) IV collected information on spouse attitudes about the Army way of life and areas important for the well being of Army families. These include, volunteer work, children, health care, MWR Programs and installation services.

Figure 5

Similar to previous SAFs (1987, 1991, and 1995), SAF IV tracks trends in the characteristics of Army families, identifies new and emerging family issues, assesses progress in resolving Army Family Action Plan issues, and supplements other studies on Army families. In addition, it assesses the changing needs of soldiers and their family members due to Army downsizing and multiple deployments.

The SAF IV results are available in a variety of formats at http://www.armymwr.com/corporate/operations/planning/surveys.asp.

2.2.3 - COMPETITIVE ANALYSIS

An evaluation by program managers compared their programs to outside competitors in terms of location, quality, and price. Pricing surveys are required by regulation and annual compliance monitored by the DCFA. Price is generally a DCFA-wide program strength.

The Post Performance Management Review includes continued monitoring of our Customer Comment Card program. Goals are set and performance viewed over time to determine trends.

This element also provides an interim and/or supplemental opportunity to assess program quality expectation and performance issues. Issue surveys, targeted customer surveys, direct customer feedback, etc. are all part of this element. In as much as the LNS has been postponed, we will be more actively pursuing these supplemental efforts in 2004.

2.2.4 - PROGRAM COSTS AND RESOURCES ANALYSIS

In developing alternatives, the external environment's opportunities and threats are considered in coordination with the internal program strengths and weaknesses. From this integrated framework, alternative strategies and goals are formulated. Two principal tools used are the composite evaluation and the integrated SWOT analysis (the combination of strengths–weaknesses and opportunities–threats). Operating assumptions are also developed for clarity.

2.2.5 - COMPOSITE EVALUATION

The composite evaluation is an assessment of the expected contribution of each program area to: mission, quality of life, and profitability. A failure to address any one of these factors could imperil the combined effectiveness of DCFA programs.

Support received through USA reimbursement in recent years has significantly allowed for maintaining staff, renewed investment in facilities, and modernizing equipment. While USA reimbursement has become essential to maintaining operational readiness of MWR activities, even more significantly, it is critical to future investment.

The composite evaluation matrix is a guide for determining investment strategy based upon area(s) of emphasis, posture of available funds, and long-term objective(s). On Tuesday, November 4, 2003, key DCFA program managers met to revalidate Figure 6, which was originally developed in 2002.

CATEGORY	PROGRAM	MISSION	QOL	PROFIT
A	Adult Sports	H	H	L
A	Fields & Courts	H	H	L
B	CYS	H	H	L
B	Lodging	H	H	NA
A	Fitness	H	M	L
A	ACS	H	M	L
B	Aquatics	M	H	L
B	Rental Center	M	H	L
C	Bowling - Snack Stand	M	M	M
C	BBCC	M	L	H
B	Arts & Crafts	L	H	M
B	Auto Crafts	L	H	M

CATEGORY	PROGRAM	MISSION	QOL	PROFIT
B	Bowling	L	H	M
B	ITT	L	H	M
C	Marina	L	M	H+
C	Self-Storage	L	M	H
C	ITT – Leisure Travel	L	M	H
B	RV Storage	L	M	H
B	Picnic Shelters	L	M	M
C	Catering	L	L	H
B	RV Travel Park	L	L	H

Figure 6.

2.2.6 - PLANNING PROJECTIONS AND ASSUMPTIONS

To avoid program level goals, objectives, and strategies that might result in wasted resources, assumptions about the environment under which Fort Monroe's DCFA programs will be expected to operate are the following:

♦ PERFORMANCE

- o The Installation Status Report (ISR) will be used to assess programs.

- o There will be an increased emphasis on management accountability.

- o Requirements for DCFA program accreditation and personnel certification will increase.

- o NAF program areas, will continue to be measured by NIBD performance

♦ FINANCIAL

- o USA reimbursement will continue as a key to achieving financial goals.

- o There will be an increased emphasis on financial performance at all levels.

- o Unified Resource Funding will be implemented, possibly as soon as FY05.

- o RV park expansion will be completed in FY05.

- o There will be very little NAF major construction funding for at least the next couple FYs.

♦ OPERATIONS

o MWR is serving an Army at war. This war will not be short; we must re-examine and challenge our basic institutional assumptions, organizational structures, paradigms, policies, and procedures to better serve the Army.

o IMA progress toward full operating capability (FOC) will bring continuous change.

o NERO will increase oversight of local operations.

o Uniform Levels of Service (ULOS), Army Baseline Standards (ABS), or other measurements will be developed to support: the ISR; funding decisions; and operational mandates.

o Standardization requirements of DCFA business processes will increase.

o An emphasis on improving business practices will continue.

o Customer driven programming will result in:

♦ Increased outsourcing of staff (contracting) to provide programs.

♦ More conducting programs outside of our facilities.

♦ Reliance on improvements in technology to allowing for more consolidation of functions and interconnectivity.

o On post lodging capacity to support conferences will be an unmet requirement.

♦ PATRONAGE

o On-post patron base remains stable or grows slightly as additional activities/units are assigned.

o On-post demographics may change with fewer lower grade residents as Wherry Housing is replaced in FY05.

o Force protection requirements (security levels) may change unpredictably and will affect access to on-post facilities and programs.

o E-commerce and other non-facility based programming will continue to grow.

♦ COMPETITION

o Army and Air Force Exchange Service first rights of refusal will continue.

o Off post competition will remain robust.

♦ STAFF

  o Career Management Staffing Program will be implemented by FY05.

  o Single NAF workforce remains a possibility in out years.

2.2.7 - INTEGRATED SWOT ANALYSIS

In the integrated SWOT analysis, a matrix arrays external opportunities and threats against program strengths and weaknesses to identify actions for exploiting strengths and minimizing weaknesses. These potential strategies, shown in Fort Monroe's SWOT matrix in Figure 7, provide the basis for selecting the goals and objectives that make up the strategic plan. A cross-functional team of DCFA program managers met to develop the following SWOT matrix worksheet.

Fort Monroe SWOT Matrix Worksheet		
Internal Factors *External Factors*	**STRENGTHS (S)** ⇒ Quality Facilities ⇒ Equipment ⇒ Maintenance standards ⇒ Leadership/management ⇒ Activities offered ⇒ Personnel quality ⇒ Customer service culture	**WEAKNESSES (W)** ⇒ Facility square footage ⇒ Limited NAF resources ⇒ Small program staffs with lack of depth ⇒ Program information communicated to customers (advertising and feedback) ⇒ Proximity to the flag pole(s) ⇒ Parking ⇒ Number of lodging units available ⇒ Turnover of first line staff
OPPORTUNITIES (O) ⇒ Stable labor contract ⇒ Single NAF Workforce initiative ⇒ Career Management Staffing program ⇒ NAF benefits programs ⇒ Volunteers ⇒ Customer workforce is very senior in grade ⇒ Improving MIS modules and technology ⇒ Proximity of Chesapeake Bay, HR cities, large military populations ⇒ Historical site ⇒ Steadily expanding, growing off-post area ⇒ Separate Bargaining Units ⇒ Assignment of new commands ⇒ Partnerships with local community ⇒ Conservative, family-oriented, low-crime, friendly community atmosphere	**S–O ACTIONS** ⇒ Increase customer driven programming ⇒ Expand program areas with high ROI (i.e. travel park & marina) ⇒ More efficient use of facilities ⇒ Explore opportunity for joint ventures, outsourcing programs or partnering with local community ⇒ Focus marketing and programming efforts on high return areas (i.e. marina, FBE and bowling) ⇒ Pursue program accreditations and staff certifications ⇒ Target programs at growing senior market ⇒ Bring in additional patrons from off post and other installations	**W–O ACTIONS** ⇒ Conduct more integrated programming & cross market ⇒ Lobby for adequate APF resources ⇒ Improve customer information ⇒ Educate the Command on the value of DCFA services ⇒ Improve long-range program planning ⇒ Improve staff awareness and cross promotion ⇒ Expand marketing opportunities through eCommerce ⇒ Support expansion of conference center facilities and lodging with the BBCC as the hub ⇒ Reduce turnover rate of wage grade and other first line staff ⇒ Construction plans for additional/new facility space
THREATS (T) ⇒ Large population of soldiers living off post, which reduces their use of on-post activities ⇒ Explosion of retail and commercial outlets ⇒ Single NAF Workforce initiative ⇒ Career Management Staffing program ⇒ Customer workforce is very senior in grade ⇒ Customer base resides predominantly off post ⇒ NAF benefits programs ⇒ Raised threat conditions, which restricts access for off-post patrons ⇒ BRAC ⇒ Separate Bargaining Units ⇒ Limitations of laws and regulations	**S–T ACTIONS** ⇒ Educate customer about value pricing, installation access, and quality of programs ⇒ Educate leadership on QOL impact from force protection decisions ⇒ Adjust programming to post 9-11 security conditions ⇒ Transform the organization to support IMA processes and goals ⇒ Meet and exceed customer service expectations—use customer comment cards as a gauge ⇒ Retain quality management and staff	**W–T ACTIONS** ⇒ Develop emergency response, building evacuation, and other force protection plans ⇒ Maintain market price surveys ⇒ Explore non-traditional programming, non-facility based programming, and eCommerce ⇒ Build new partnerships ⇒ Transition organization to promote efficiencies and synergy of actions

Figure 7.

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2.2.8 - AFTER-ACTION REPORTS

The feedback process for future program planning and execution is provided by after-action reports. DCFA currently has a mixed performance level of completing and responding to AARs. This will be an emerging area of emphasis as we develop a Systemic Evaluation Program as part of our CAPRA effort. An AAR page is now maintained on our DCFA Professionals website www-tradoc.monroe.army.mil/mwr/after_action_reports.htm. Our objective is to complete AARs systematically, regularly, and to develop a reference library of AARs.

2.3 - Detailed Planning Component

The previous planning components provided DCFA with information and options for deciding where the organization is going and how it is going to get there. This component provides an organized decision-making process for developing an integrated and realistic plan. The process moves from evaluation of mission statements and a clear picture of a desired future state of affairs (vision statements), to performance-based goals.

2.3.1 - MISSION AND VISION STATEMENTS

Vision and mission statements from higher headquarters, the DCFA mission statement, and ongoing operations are reviewed to assure alignment and corrections where necessary.

IMA Vision Statement

The preeminent Department of Defense agency that produces highly effective, state-of-the-art installations worldwide, maximizing support to People, Readiness and Transformation

IMA Mission Statement

Provides equitable, efficient and effective management of Army installations worldwide to:

- support mission readiness and execution

- enable the well-being of soldiers, civilians and family members

- improve infrastructure

- preserve the environment.

CFSC Vision Statement

"First Choice"

CFSC Mission Statement

Create and maintain "First Choice" MWR products and services for America's Army, essential to a ready, self-reliant force.

Fort Monroe Vision Statement

The premier total force installation on a historic landmark serving the world's best.

Fort Monroe Mission Statement

Provide quality base operations support to Department of Defense personnel and activities through facilities, infrastructure, well-being and force protection.

Fort Monroe DCFA Vision Statement

Premier Morale Welfare and Recreation (MWR), lodging, family support, and other authorized programming for the Fort Monroe community.

Fort Monroe DCFA Mission Statement

To serve the needs, interests and responsibilities of individuals in the Department of Defense community with authorized support and leisure services designed to enhance the quality of their lives for as long as they are associated with the Department of Defense.

2.3.2 - STRATEGIC GOALS AND OBJECTIVES

Requirements from the mission and vision statements, IMAguidance, NERO guidance, and CFSC policies and directed actions, are combined with the DCFA strategic planning components of ANALYSIS and SITUATIONAL AWARENESS. Identifiable actions are grouped by category to define strategic organizational goals, supporting objectives and descriptive statements for each goal developed. Supporting actions to the goals are updated during DCFA Strategic Planning meetings, as the result of Action plan and Support Plan updates, and whenever circumstances dictate.

Directorate Leadership*:* Directorate Leadership provides strategic communications, vision, policy, resources and guidance that enables the delivery of customer driven programs.

Customers*:* Exceed customer expectations in quality, value and service.

Programs and Marketing*:* Provide customer driven programs and services that support readiness, build customer loyalty, exceed their expectations in quality and value, and contribute to the quality of life of the Fort Monroe community. Market research will provide the basis for establishment, realignment, or cancellation of programs.

Human Resources*:* Attract, develop and sustain a satisfied, high performance workforce.

Financial Management*:* Achieve and maintain a fiscal posture that meets financial standards.

Facilities*:* Acquire, modernize, maintain, and manage capital assets and infrastructure.

Support Processes*:* Improve DCFA support processes.

Information Technology*:* Maximize use of emerging technologies to increase efficiencies, reduce costs, improve revenues, and enhance customer service.

Focus on Change: Explore opportunities and trends to support implementation of sound business program changes.

2.3.2.1 - Strategic Goal #1: Directorate Leadership

Directorate Leadership provides strategic communications, vision, policy, resources and guidance that enables the delivery of customer driven programs.

Action #	Description	Measure of Success	POC	Delivery Date	Cost
1.1	To provide focus to the MWRDS transformation, DCFA programs and services provided shall be based on these determinants: 1. Increased customer driven programming	1. Include determinants in performance standards of program managers.	DCFA	Spring 2004	Low
	2. More effective use of facilities and technology 3. Non-facility based programming 4. Integrated programming 5. Active pursuits of outsourcing opportunities	2. Show evidence of applying determinants in programming.	Program managers	Ongoing	Low
1.2	Review, if necessary redesign, the DCFA Strategic Planning Model. Assure applicability of all elements and efficiency of the process as a planning tool for program managers.	Complete review and publish changes.	Don VanPatten	January 2004	Low
1.3	Update all elements of the DCFA Strategic Plan at least annually.	Complete elements and publish updated information.	Don VanPatten	March 2004	Low
1.4	Participate in submission of annual Post APIC package.	Document program participation in annual reports.	Don VanPatten	Annually	Low
1.5	Coordinate regional and inter-service School Liaison Office partnerships.	Update annual listing of partnerships.	Charlie French	Spring 2004	Low
1.6	Work toward Commission on Accreditation of Parks and Recreation	Establish a working team	Don	Ongoing	Low

Action #	Description	Measure of Success	POC	Delivery Date	Cost
	Agencies (CAPRA) accreditation.	that is actively working on compliance to CAPRA standards.	VanPatten		

2.3.2.2 - Strategic Goal #2: Customers

Exceed customer expectations in quality, value and service.

Action #	Description	Measure of Success	POC	Delivery Date	Cost
2.1	Exceed established Post goals for Customer Comment Card ratings.	Scores over 4.8 on PMR.	Program Managers	Ongoing	Low
2.2	Meet 10-day response to Customer Comment Cards.	Response rate under 10-days.	Sandie Turner	Ongoing	Low
2.3	Meet or exceed the established criteria of the Army Uniform Levels of Service (ULOS).	Document attained results compared to ULOS.	Don VanPatten	Ongoing July 2007	Low
2.4	Focus on accreditations in all program areas.	75% of programs have attained accreditation, were available.	Program managers	Ongoing	Low
2.5	Ensure Family Advocacy Program credibility, accountability, effectiveness and efficiency.	Promote training and develop program outcome measurements.	Eva Granville	Fall 2004	Low

2.3.2.3 - Strategic Goal #3: Programs and Marketing

Provide customer driven programs and services that support readiness, build customer loyalty, exceed their expectations in quality and value, and contribute to the quality of life of the Fort Monroe community. Market research will provide the basis for establishment, realignment, or cancellation of programs.

Action #	Description	Measure of Success	POC	Delivery Date	Cost
3.1	Develop and implement plan to aggressively market bowling. Diversify customer and programming base.	Reverse declining trend in lane fee income.	Chip Wikan	October 04	Low
3.2	Develop and implement an aggressive marketing plan for new marina slips.	Fill 100% of new slips within 1 year of occupancy availability.	Theresa Grogan	Summer 04	Low
3.3	Enhance quality reputation and increase volume of BBCC catering services.	Obtain FY04 catering sales objective of $619,030.	Donald Houchins	October 04	Low
3.4	Raise Family Child Care (FCC) performance.	Maintain at least 3 certified homes.	Susan Searles	Fall 2004	Low
		Attain FCC Army Accreditation	Susan Searles	Fall 2004	Low
3.5	Develop a synergistic environment of cross-programming and support between programs.	Continuously improve a DCFA program planning process with participation by all program managers.	Don VanPatten	Ongoing	Low
3.6	Develop and implement an aggressive marketing plan for use of new RV travel park spaces.	Attain a 90% occupancy rate.	Jennifer Pilkinton	Summer 05	Low
3.7	Focus efforts on support of the Summer Concert program.	Complete at least two concerts with NAF NIBD impact better than budget.	Maria Jackson	Summer 2004	Medium
3.8	Develop a monthly health/wellness	Implement	Jeanette	January	Low

Action #	Description	Measure of Success	POC	Delivery Date	Cost
	focus.	programs associated with the monthly health/wellness focus.	Coffman	04	
3.9	Provide improved ITT programming options for Fort Monroe.	Open an ITT office.	Maria Jackson	Spring 04	Low
3.10	Develop increased Bay Breeze Community Center recreation programming.	Develop a schedule of new events/programs.	Maria Jackson	Spring 04	Low
3.11	Develop and implement services aimed at preventing child abuse.	Provide new parent support services to at least 50 expectant parents.	Eva Granville	Fall 2004	Med
		Provide services to promote child safety, strengthen parenting skills, and reduce parental stress and isolation to at least 3000 individuals.	Eva Granville	Fall 2004	Med
3.12	Create a community culture properly addressing family violence.	At least 75% of FM population will be aware of family violence dynamics.	Eva Granville	Fall 2004	Low
		Provide education and support for at least 75 individuals/couples.	Eva Granville	Fall 2004	Med
		Ensure an effective, coordinated response for at least 20 victims of domestic violence.	Eva Granville	Fall 2004	Low
3.13	Ensure FAP credibility,	Train 100% of	Eva	Fall 2004	Low

Action #	Description	Measure of Success	POC	Delivery Date	Cost
	accountability, effectiveness and efficiency.	professionals working in FAP on family violence identification and reporting.	Granville		
		Develop program outcome measures to evaluate program effectiveness.	Eva Granville	Fall 2004	Low
3.14	ACS Accreditation.	Maintain accreditation in ACS program (or satisfactory self-assessment score).	Eva Granville	Fall 2004	Low
3.15	AFAP Accreditation.	Maintain accreditation in AFAP program (or satisfactory self-assessment score).	Eva Granville	Fall 2004	Low
3.16	AFTB Accreditation.	Maintain accreditation in AFTB program (or satisfactory self-assessment score).	Eva Granville	Fall 2004	Low
3.17	CDC and SAS Accreditation.	Maintain accreditation in CDC program.	Susan Elsass	Fall 2004	Low
		Maintain accreditation in SAS program.	Donna Balance	Fall 2004	Low
3.18	CYS Enrollment	At Least 85%.	Mike Jones	Fall 2004	Low
3.19	Partner with local military bases and cities for joint sporting events.	Conduct at least 3 joint tournaments.	John Tutson	September 04	Low

2.3.2.4 - Strategic Goal #4: Human Resources

Attract, develop and sustain a satisfied, high performance workforce. We must make better use of the human resources we have, by shaping the work force to meet future requirements and by improving our proficiency and efficiency.

Action #	Description	Measure of Success	POC	Delivery Date	Cost
4.1	Provide at least one professional development opportunity for each employee.	Exceed goal as measured on PMR.	Sandie Turner	Ongoing	Medium
4.2	Provide premier level of staff training at fitness center.	Complete training schedule.	Jeanette Coffman	Oct 05	Med
4.3	Focus on professional certifications in all program areas.	80% of staff have attained professional certifications, were available.	Program managers	Ongoing	Low
4.4	Ensure reception/integration for all new personnel.	Complete in-processing checklist for all personnel.	Program managers	Ongoing	Low
4.5	Conduct exit briefs with departing personnel. (All regular appointments, selected flexible appointments, contractors, others)	At least six briefings quarterly with DCFA.	Paul Heilman	Ongoing	Low
4.6	Prepare an Individual Development Plan (IDP) as part of the performance standards for employees.	Complete IDPs for all employees who receive formal performance evaluations.	Program managers	Ongoing	Low
4.7	Align Sports and Fitness program staffs to operations and programming teams to focus on RDS goals.	Align program structure and positions with unified chain of command and operations.	Ron Finchum	Spring 04	Low

2.3.2.5 - Strategic Goal #5: Financial Management

Achieve and maintain a fiscal posture that meets financial standards.

Action #	Description	Measure of Success	POC	Delivery Date	Cost
5.1	Obtain MWR NIBD to meet IMA standards.	NIBD of at least 4%.	Paul Heilman	October 04	Low
5.2	Obtain Category B NIBD objectives.	Actual NIBD better than Budgeted NIBD, net of USA Reimbursement adjustments.	All Category B Program Managers.	October 04	Low
5.3	Obtain Category C NIBD objectives.	NIBD of at least 8%.	All Category C Program Managers.	October 04	Low

5.4	Improve BBCC's financial performance.
	
	  - Increase catering revenues.
	
	  - Increased authorized APF support.
		- NIBD of $63,046 in FY04 (net of any DCFA approved adjustments).
		
		- 8% NIBD in out years.
			Donald Houchins	October 04	Low

5.5	Generate sufficient IMWRF NIBD to support capital goals.	Fully fund a vigorous CPMC program	Rod MacGillivray	FY 06	Low
5.6	Generate sufficient Lodging NIBD to support high quality units.	Fully fund a vigorous CPMC program.	Karen Bowers	Ongoing	Low
5.7	Identify APF requirements based on MWR/Family/lodging authorized HQDA criteria for inclusion in the installation base operations budget.	Maintain continuously updated list of APF requirements.	Don VanPatten	Ongoing	Low
5.8	Complete competitive pricing	Maintain	Don	March	Low

Action #	Description	Measure of Success	POC	Delivery Date	Cost
	surveys.	documentation of pricing surveys.	VanPatten	2004	
5.9	Improve financial performance of bowling center.	Reduce snack bar labor costs to under 50% in FY04.	Chip Wikan	Oct 2004	Low
		Reduce snack bar COGS to under 45% in FY04.	Chip Wikan	Oct 2004	Low
		Establish a trend of improving bowling center NIBD.	Chip Wikan	December 04	Low
5.10	Maintain full occupancy of slips.	Obtain and maintain 95% fill rate.	Theresa Grogan	Apr 05	Low

2.3.2.6 - Strategic Goal #6: Facilities

Acquire, modernize, maintain, and manage capital assets and infrastructure.

Action #	Description	Measure of Success	POC	Delivery Date	Cost
6.1	Reevaluate, update and submit NAF construction projects by 31 May annually. (Post STO 4.1.d)	Submit documentation for NAF construction projects.	Rod MacGillivray	31 May annually	Low
6.2	Develop 2 new picnic areas to replace those lost in expansion of the RV travel park.	Finish construction of areas.	Jennifer Pilkinton	December 2005	Med
6.3	Provide Quality CDC facilities.	At least a C-2 ISR rating for the facility.	Susan Elsass	December 2004	Med
6.4	Expand RV travel park.	Complete addition of 40 new spaces.	Jennifer Pilkinton	Mar 05	High
6.5	Expand CAC to include Youth Activities Center.	Complete expansion.	Susan Searles	Summer 04	High
6.6	Expand abilities to support conferences, to include lodging. - Maintain and expand BBCC capabilities to support conferences. - Submit lodging project for facility in area of the club.	Fully fund a facility improvement program. Complete facility construction.	Donald Houchins Karen Bowers	Ongoing FY 08	Med High
6.7	Develop and implement NAF infrastructure maintenance and repair projects list by 15 Nov annually. (Post LTO 4.2b)	Complete CPMC budget.	Rod MacGillivray	15 Nov annually	Low
6.8	Renovate bowling center.	Complete project.	Chip Wikan	July 2004	Med

2.3.2.7 - Strategic Goal #7: Support Processes

Improve DCFA support processes. DCFA is embracing efficiency and innovation across the full spectrum of operations.

Action #	Description	Measure of Success	POC	Delivery Date	Cost
7.1	Develop emergency response, building evacuation, and other force protection plans.	Document and practice the plans.	Sandie Turner	April 04	Low
7.2	Transform the organization to support goals of IMA in realigning or centralizing selected support processes.	Make changes without degradation of support to programs.	Don VanPatten	TBD	Low
7.3	Conduct the Leisure Needs Survey.	Publication of LNS results.	Don VanPatten	TBD	Low
7.4	Improve marketing support for MWR programs.	Develop the ability for target surveys through the e-zine or on the web.	Don VanPatten	Summer 2004	Low
		Conduct monthly Program Planning Meetings.	Don VanPatten	Summer 2004	Low
7.5	Maintain progress toward CAPRA Accreditation.	Develop Action Plan and CAPRA library of supporting documentation.	Don VanPatten	December 2004	Low

2.3.2.8 - Strategic Goal #8: Information Technology

Maximize use of emerging technologies to increase efficiencies, reduce costs, improve revenues, and enhance customer service. This goal includes the horizontal integration of C4 (command, control, communications and computers). This network-centric access to knowledge, systems, and services makes possible the conversion of raw information from different platforms into data for program managers and information for management decisions.

Action #	Description	Measure of Success	POC	Delivery Date	Cost
8.1					
8.2	Exploit capabilities of the Fitlinxx System.	Provide web based access to the system from remote locations.	Jeanette Coffman	September 04	Low
8.3	Seamlessly upgrade all MIS systems as new versions are fielded.	Customer satisfaction with all fielding services.	Karen Idzi	Ongoing	Low
8.4	Develop a system for After-Action Reporting that is: customer-friendly for the program manager to complete; contributes to program financial and trend analysis; provides quality, useful information for future program planning.	Evaluations are routinely produced, maintained, and used in future program development and planning.	Don VanPatten	Summer 2004	Low
8.5	Integrate MIS data with a comprehensive system of programs and services analysis/evaluation.	MIS data is integrated with AARs, financial statements, and other systems to provide actionable information.	Don VanPatten	Spring 2005	Med

2.3.2.9 - Strategic Goal #9: Focus on Change

Explore opportunities and trends to support implementation of sound business program changes.

Action #	Description	Measure of Success	POC	Delivery Date	Cost
9.1	Transformation of Commercial Sponsorship program. - Support of concerts - Support of other MWR programming	Obtain cash support of concerts at 150% of FY03 levels.	Shae Inglin	Summer 2004	Low
		Obtain total sponsorship of MWR programs at 150% of FY03 levels.	Shae Inglin	Summer 2004	Low
9.2	Initiate a series of live, major name, concerts on Fort Monroe.	Conduct concert series	Maria Jackson	29 Mat, 4 July, 2004	High
9.3	Involve Fort Monroe DCFA staff in voluntary MWR deployment.	Deploy one staff member	Beth Sigler	Spring 2004	Low
9.4	Initiate a golf simulator program.	Start program at the fitness center.	Ron Finchum	March 2004	Low
9.5	Initiate pro shop operations at the bowling center.	Grand opening of program.	Chip Wikan	July 2004	Low

2.3.3 - IMPLEMENTATION GUIDANCE

Primary responsibility for each objective was assigned to a specific individual or group and a time for its completion established. Additional individuals or teams may be identified to provide assistance and input.   Results will be monitored as this plan continues to evolve.

New programming ideas are essential to evolution and renewal of the organization. Program managers are encouraged to develop new ideas from Analysis and Situational Awareness efforts. Pilot programs are identified on DCFA Program Data Sheets and monitored for performance.

2.3.4 - CAPITAL IMPROVEMENTS PROGRAM

After reviewing the DCFA goals and objectives, considering existing facility deficiencies, the Fort Monroe Installation Master Plan, major construction planning guidance, and projected availability of resources, the Capital Improvements Program is developed. Figure 8 summarizes the MWR major investment plans. Figure 9 summarizes the Lodging major investment plans.

Capital Improvement	Activity	Funding Source	Funding Requirements ($000)				
			FY04	FY05	FY06	FY07	FY08
Replace Carpet	YA	NAF	7.0	0	0	0	0
Furniture	ITR	NAF	4.3	2	2	0	1
Boat	ODR	NAF	40	0	0	0	0
Furniture	YA	NAF	10	0	0	0	0
Reline RV Storage Lot	ODR	NAF	30	0	0	0	0
Pickup Truck (3 ea)	ODR Marina	NAF	55	0	0	0	20
Forklift	Marina	NAF	5.3	0	0	0	0
Cargo Van	FB&E	NAF	20	0	0	0	0
Canopy 30X40	ODR	NAF	1.7	0	0	2	0
Maintenance Bay Equipment	Marina	NAF	5	0	0	2	0
Fuel Monitoring System	Marina	NAF	5	0	0	0	0
Expand AutoCrafts	AutoCrafts	APF	0	0	9	0	0

Capital Improvement	Activity	Funding Source	Funding Requirements ($000)				
			FY04	FY05	FY06	FY07	FY08
Shop							
YA Expansion of CAC	CYS	APF	400	0	0	0	0
Chairs	BBCC	APF	0	5	5	0	10
Tables	BBCC	APF	0	3	2	0	2
Touch Screen POS System	BBCC	NAF	0	3	0	3	0
Wallpaper	BBCC	APF	0	17	0	0	12
Multimedia Equipment	BBCC	APF	0	10	0	10	0
Construction of new Lodging Facility	Lodging	NAF	0	0	0	0	10,000
A Dock Refit	Marina	NAF	0	20	20	20	20
New Facility	ACS	APF	750	0	0	0	0
RV Travel Park Expansion	ODR	NAF	1,000	0	50	0	0

Figure 8.   Updated 27 Feb 04

Capital Improvement	Activity	Funding Source	Funding Requirements ($000)				
			FY04	FY05	FY06	FY07	FY08
Renovate Bathrooms	Hatch lane	NAF	10.4	0	0	0	0
Replace Televisions	All	NAF	0	10.2	0	0	0
Replace Bedsets	All	NAF	0	3.2	0	0	0
Replace Carpet	Armistead Hall	NAF		0	12.2	0	0
Replace Upholstered Furniture	Armistead Hall	NAF	0	0	0	0	27.0

Capital Improvement	Activity	Funding Source	Funding Requirements ($000)				
			FY04	FY05	FY06	FY07	FY08
Replace Drapes and Bedsets	Armistead Hall	NAF	0	0	0	0	14

Figure 9.   Updated 27 Feb 04

2.3.5 - APF & NAF BUDGET INTEGRATION

This is a continuous process that prioritizes identification of APF requirements and applies APF as the preferred funding option at all operational levels. Management of USA reimbursement funds is a major component of this element.

2.3.6 - PROGRAM ACTION PLANS

The annual updating of Program Action Plans is a process that is now in the third consecutive year for all DCFA programs. With each year the plans become more attuned to the specific actions that are needed at the program level to achieve DCFA goals and provide the best customer driven programs. The Program Action Plans are integrated with DCFA goals, APF and NAF budgets, and program manger performance standards.

Individual Program Action Plans are incorporated, in their entirety, into this DCFA Strategic Plan by reference and can be viewed at http://www-tradoc.monroe.army.mil/mwr/program_action_plans.htm.

2.3.7 - FUNCTIONAL SUPPORT PLANS

Functional Support Plans are the same as Program Action Plans except that they focus on support functions rather than programs. i.e. Information Management, Commercial Sponsorship, and Marketing. Individual Functional Support Plans are incorporated, in their entirety, into this DCFA Strategic Plan by reference and can be viewed at http://www-tradoc.monroe.army.mil/mwr/functional_support_plans.htm.

2.4 - Execution Component

Execution takes place in a matrix organization that can adapt quickly to customer requirements and unexpected circumstances. Where possible, a two-team approach of operations and programming is used. This organizational structure, with the DCFA overseeing the total organization, is a critical component to make MWRDS successful. Due to Fort Monroe's small size, physically distinct operations and programming teams are not practical throughout the organization. However, a matrix organization using operations and programming emphasis is utilized at all levels.

2.4.1 - OPERATIONS

Operations teams/staff focus on:

1. Informally finding out what the market wants and communicating it to the program staff.

2. Operating the facilities, courts, and fields.

3. Maintaining equipment; coordinating facility maintenance and repair.

4. Making facility reservations inherent to the facility, for example, courts (but not classes or programs).

5. Budgeting input for facilities.

6. Delivering self-directed programs.

7. Evaluating customer satisfaction.

8. Providing support for directed programs.

2.4.2 - PROGRAMMING

Programming teams/staff focus on:

1. Planning for directed program activity (e.g., aerobics, sports, entertainment) or service.

2. Identifying program needs.

3. Coordinating logistical support for directed programs.

4. Coordinating contracts for programs or services.

5. Coordinating marketing.

6. Finding a suitable place to conduct the activity (whether on or off the installation).

7. Conducting the program, if appropriate.

8. Preparing cost analysis and pricing for directed programs.

9. Partnering with the community.

10. Finding out what the market wants and coordinating for directed programs.

11. Assuming responsibility for registration of participants.

12. Evaluating customer satisfaction.

Programs and services may be conducted by the DCFA staff, contracted, or provided through a partnership (e.g., cooperative arrangement), thereby minimizing program ownership. Through *frequent contact with customers*, programmers must determine which services are to be provided and, as resources permit, satisfy those needs.

3 - SUMMARY

The DCFA Strategic Plan described in this summary was completed using the many supporting elements of the Situational Awareness, Analysis, and Detailed Planning components. That resource of information provides the guidance necessary for subordinate program and support activity managers to develop their respective plans with a one-year planning horizon. They can also tap this Strategic Plan information at any time to customize and develop plans for near-term programming and other operational requirements

Additional guidance and operational-level actions were brainstormed during numerous strategic planning sessions. This Strategic Plan is aligned at all levels with a review process to assure planned progress is either being accomplished or appropriate actions initiated.